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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Operations School

FROM : Chief Instructor, Clandestine Services Review

SUBJECT: Report on Clandestine Services Review No. 5

DATE: 6 June 1955

1. Clandestine Services Review No. 5 was run during the period 9-27 May 1955. A total of 27 students attended, of which 25 submitted final critiques on the course. These critiques indicated that this running of the course was successful and that the material presented was of considerable value to the students. In general we agree with this evaluation of the course. Of course, there is still room for improvement and we believe that the changes proposed later in this report will serve that purpose. During the course the students also submitted evaluations of the individual speakers, the results of which are compiled in the Appendix "A". The speakers are listed in the order they appear on the schedule. Each student was also asked to list the seven most effective and the five least effective speakers (totalled in Appendix "B"). Altogether there were sixty-nine speakers in the course.

2. The following data was also compiled from the final course critiques:

a. The course as a whole was considered:

Excellent by 17 students

Good (or synonymous expressions), by 8 students

b. In reply to the question: "Does the course objective as outlined on the schedule face up to the needs of the returning case officer?" - 20 students, all case officers, answered in the affirmative. The remaining 5 students withheld answers on the grounds that they were not case officers.

c. The students also listed those sections of the course which they considered of most and least value in terms of their own job requirements, as follows:

Most Value:

1) Programs: [REDACTED]

2) Organization and functions of the different agency components,

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DOC	19	REV DATE	1-4-80	BY	029726
ORIG COMP	11	OPI	11	TYPE	02
ORIG CLASS	5	PAGES	8	REV CLASS	C
JUST	22	NEXT REV	2010	AUTH	MR 102

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3) Duties of Headquarters case officer at desk and branch level.

Least Value:

- 1) DD/P planning,
- 2) TSS presentation and tour,
- 3) Programs: Economic Action, Audio surveillance,
- 4) Finance.

3. We believe that the students quite accurately pinpointed the weakest sections of the course. To improve the portion of the course on DD/P Planning, we propose the following changes for Clandestine Services Review No. 6:

a. To help in bridging the gap between NSC policy papers and DCI directives and DD/P planning we intend to reproduce and distribute among the students for study prior to the planning presentations a paper published by the PPC staff entitled: "The Authority and Policy-Planning Mechanism for Clandestine Services Action". In addition, the students will be asked to submit questions in writing beforehand so that [REDACTED] can answer them during his discussion period.

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b. We also intend to reproduce an outline of the Related Mission Directive. The students will again be requested to submit questions in writing beforehand for the speaker, [REDACTED], who will be asked to reserve at least half of his allotted time for answering them.

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c. [REDACTED], who lectures on "Area Division and Country Branch Planning", will be thoroughly briefed on the preceding planning presentations and will be asked to make some revisions in his talk to permit going through an actual (sanitized) Related Mission Directive section by section, describing the different roles of the field and headquarters in putting it together and acting upon it.

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4. Based upon our own observations as well as the student critiques, we propose to make the following additional changes:

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a. Suggest to TSS that they make their presentation strictly functional and that during the tour they take the students directly into the working portions of their shop.

b. Replace the presentations by [REDACTED] on "The Career Service" and [REDACTED] on "Personnel Policy and Management" with a single presentation covering both subjects by [REDACTED]

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c. We intend further to eliminate some of the weakest speakers in Clandestine Services Review No. 5 and tighten up several of the presentations by detailed briefings of the speakers.

5. We believe that the basic organization of the course is sound. The student critiques in Clandestine Services Review No. 5 as well as in previous runnings enthusiastically endorse the course and attest to its value to the returnee. In fact a number of the students have suggested that it would be of equal value to DD/P staff personnel at headquarters. One student in the last course summed up his opinion as follows: "For the returnee from the field I can think of no better, practical way of getting an overall, bird's eye view of the structure and functions of the Agency as a whole, how the Agency fits into the governmental structure, and how he, the individual, fits into the DD/P."

[REDACTED]  
Chief Instructor, CSR

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Enclosures  
Appendix "A"  
Appendix "B"

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